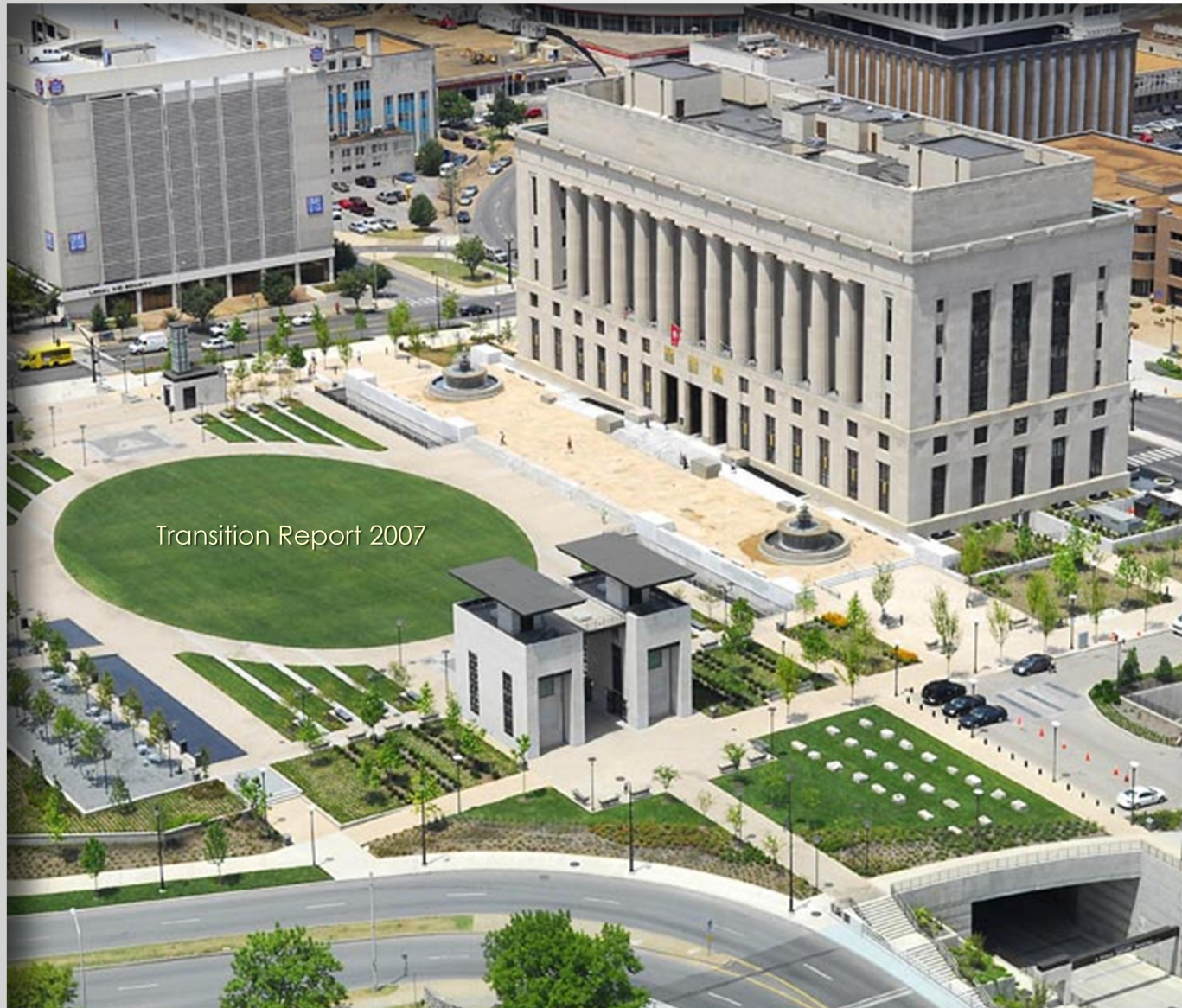


We Are . . .



Your Department of General Services

A Message from Our Director



I am proud to present this 2007 Transition Report on behalf of the Department of General Services of the Metropolitan Government of Nashville and Davidson County. This report summarizes the primary functions of each of the four divisions within General Services: Building Operations Support Services, Administration, Radio Communications, and Fleet Management.

The report highlights accomplishments and initiatives as well as future strategic issues. Our efforts have been focused on providing excellent customer service, leveraging technology, improving accountability and reducing costs. These guiding principles drive our accomplishments and departmental improvements.

The report also showcases the employees of General Services. I am very proud of the staff and their many successes. The dedication, professionalism, competence and commitment of General Services' staff is impressive and deserves recognition.

I look forward to building on our past successes to achieve new gains for Metro Government.

A handwritten signature in black ink that reads "Nancy Whittemore". The signature is fluid and cursive, with the first name "Nancy" written in a larger, more prominent script than the last name "Whittemore".

Nancy Whittemore

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Mission and Goals

Mission To provide facility and fleet operations, radio communications, employee security, shared business, and customer assistance products to government agencies, Metro employees, and the Nashville community so they can meet their goals.

Goal One By 2009, customer needs will be better met through managing by data as evidenced by:

- 100% of programs with data collection processes
- 100% of program managers trained in data management principles

Goal Two By 2008, the customer will experience improved customer satisfaction as evidenced by:

- 90% customers who understand the types of services provided
- 85% services are valued by customers
- 85% customers satisfied with services received

Goal Three By 2009, customers of General Services will receive defined services that are measurable as evidenced by:

- 100% of General Services' customers with a signed service level agreement
- 85% of time performance targets are accomplished in service level agreements

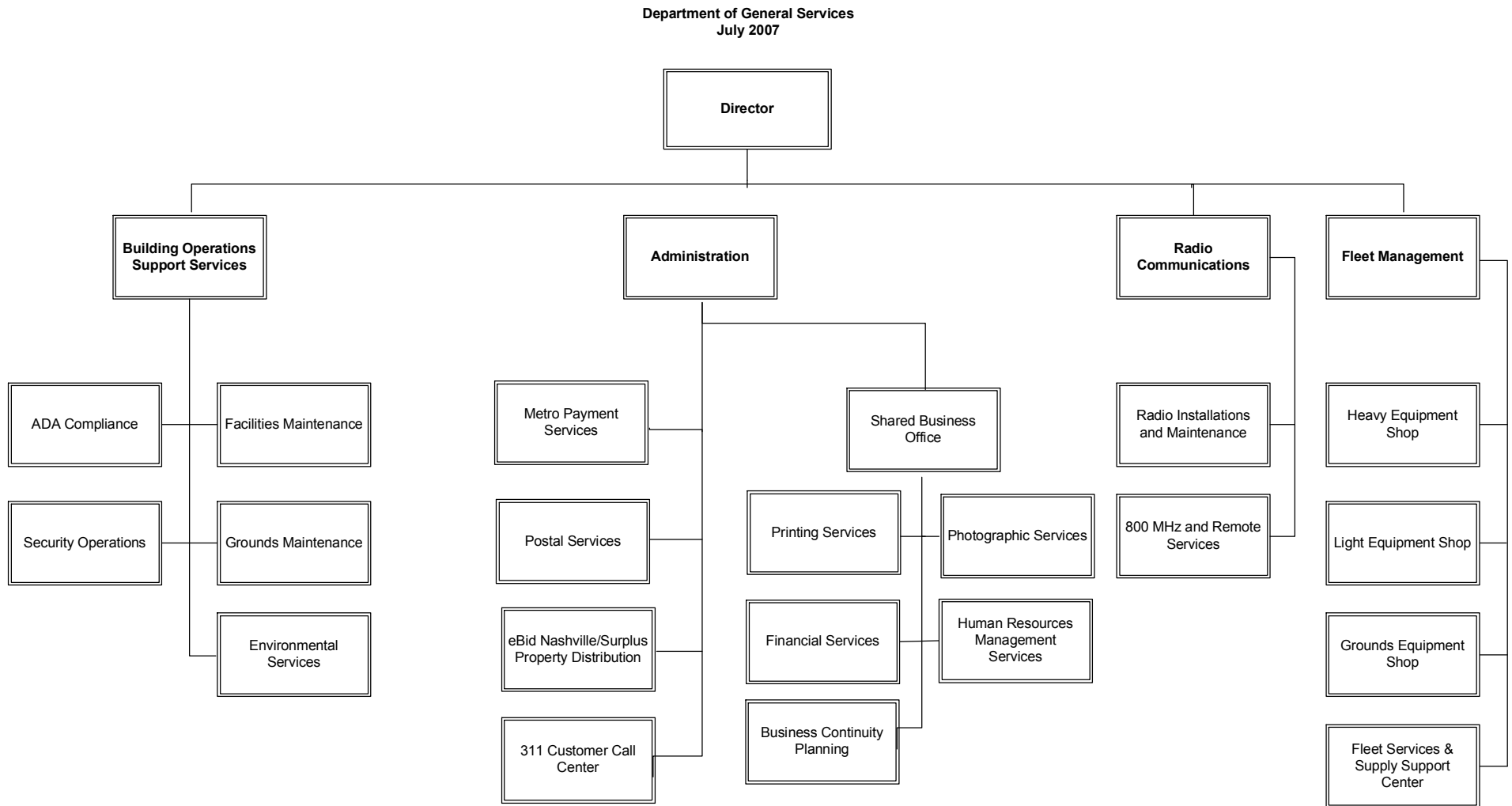
Goal Four By 2008, General Services' employees will experience improved job satisfaction and performance as evidenced by:

- 90% of General Services' employees who meet established performance measures
- 95% employee satisfaction

Goal Five By 2011, the Nashville community will experience improved services at a reduced cost as evidenced by:

- 25% reduction in the transaction costs
- 75% of key products delivered meeting industry benchmarks

Our Organization



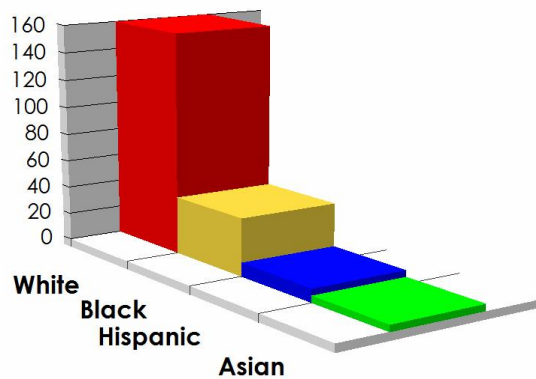
Employees

As of June 30, 2007, General Services had a total of 206 employees. The divisional breakdowns are as follows:

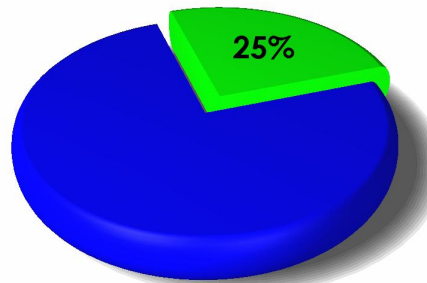
- Building Operations Support Services, 37 employees
- Administration, 63 employees
- Radio Communications, 14 employees
- Fleet Management, 92 employees

As of June 30, 2007, 22 percent of General Services' employees were ethnic minorities and 25 percent were females.

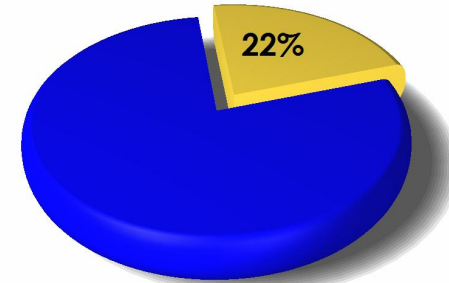
Total Employees



25% of Our Employees are Female



22% of Our Employees are Ethnic Minorities



Budgeted Positions
FY04 to FY07

	FY04	FY05	FY06	FY07
Total Budgeted Positions	203*	200	226	224*
Reductions from Previous FY	--	-31 FTEs	-10 FTEs (vacant) -3 Fleet Management -4 Radio Communications -2 Shared Business Office -1 Security	-15 -9 Metro Payment Services -2 Radio Communications -4 ADA
Additions from Previous FY	--	+28 FTEs ADA, Call Center, & eBid	+36 FTEs +1 ADA +27 Metro Payment Services +8 Shared Business Office (transfers)	+13 FTEs +2 OFM (transfer from Radio) +9 Building Operations +2 SBO (transfers)
Net Change from Previous FY	---	-3	+26	-2

*The total number of budget positions increased from 203 in FY04 to 224 in FY07. This is an increase of 21 positions over 3 years. During this same period, the following programs were transferred to or created in General Services:

- eBid Nashville (transferred from Finance)
- ADA Compliance (transferred from Finance)
- Call Center (transferred from Finance)
- Shared Business Office (employees transferred from other Metro agencies)
- Metro Payment Services (new organization)

For FY07, the 5 programs listed above were budgeted for 71 FTEs. Therefore, for FY07, there were 153 FTEs assigned to the programs which existed in General Services in FY04 – including an additional 9 FTEs for Building Operations to support the increase in square footage.

FY07 Retirees

Charles Rhodes
Building Operation
Support Services
28 years of service

Gregory Lewis
Fleet Management
11 years of services

Linda Bolden
Metro Payment
Services
7 years of service

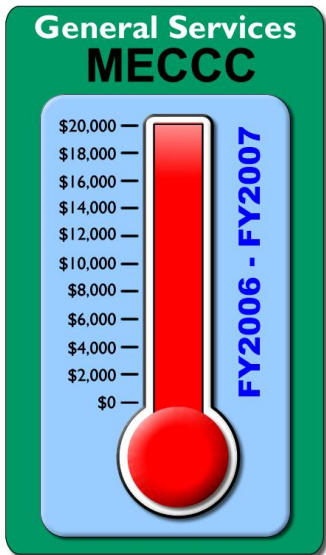
Metro Management Institute

A group of 11 supervisory staff graduated from the Metro Management Institute (MMI) program in 2007. The MMI series, an educational partnership with Metro Human Resources and the University of Tennessee, is a forty-hour series designed to promote the professional development of Metro managers and supervisors. It includes course instruction in areas such as customer service, diversity awareness, leadership, performance evaluation, and other supervisory topics.

Employee Recognition Events

The third annual General Services' picnic was held in September 2006 at Edwin Warner Park. The picnic provided an opportunity for families and friends to gather and enjoy activities such as fishing, volleyball, bingo, and barbecuing. The event was a great success with over 150 people attending.

Additionally, the third annual chili cook-off was held in October 2006. This year over 20 chili entries were judged by representatives from various Metro agencies. Winners received blue ribbons and bragging rights throughout General Services.



Metro Employees
Consolidated Charities
Campaign

Community Support

General Services' employees contributed over \$19,000 to the Metro Employee Consolidated Charities Campaign (MECCC), exceeding the contribution goal of \$16,676.

Employees continued the spirit of giving by presenting several Nashville families with generous gifts during the holiday season.

A Review of Programs

BUILDING OPERATIONS SUPPORT SERVICES DIVISION

The Building Operations Support Services (BOSS) division provides facility maintenance, grounds maintenance, environmental services, and ADA compliance services to Metro agencies so they can conduct business in clean, comfortable, and accessible facilities. In addition, BOSS provides facility access control and employee parking services so that Metro employees can work and park in a safe environment.

Facilities/Grounds Maintenance and Environmental Services

General Services currently provides facilities maintenance, grounds maintenance, and environmental services for approximately 68 Metro facilities, totaling about 2.3 million square feet and 457 acres. A listing of the facilities and services is attached as Appendix A.

Over the past three years, the building operations' staff have made the following business process improvements aimed at improving services and customer satisfaction:

- Implemented an electronic work order system for non-emergency maintenance and service requests
- Created and maintained a building intelligence database which includes physical addresses (including map and parcel number), facility descriptions, ownership status, square footage, grounds acreage, parking lot size, accessibility details, and occupant information
- Developed and maintained building information, including existing conditions, primary entrance information, utility shut-off location, mechanical systems, emergency-related information concerning equipment, and hazardous chemical locations
- Developed an environmental services plan that addresses janitorial, pest control, environmental, in-house recycling, and contractor information
- Developed a safety training plan for employees, based on facility information, including matters such as low pressure boilers, chillers, and air handlers
- Completed parts/materials inventories and an inventory database to assist with purchasing, product standardization, and cost control

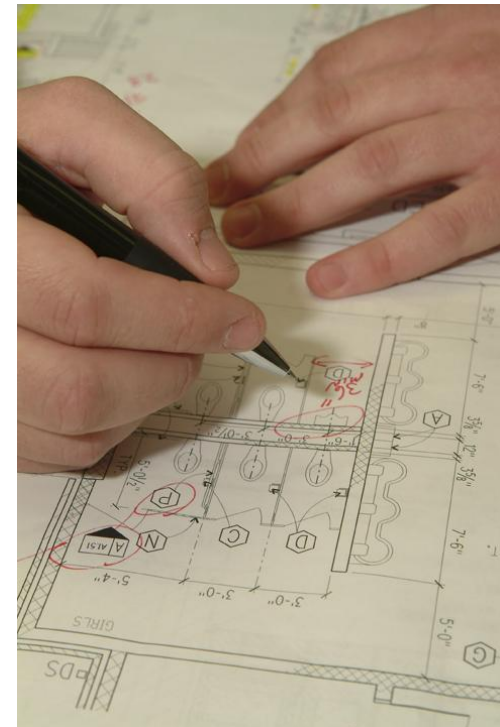


CYNDI LYKINS
Building
Operations
Support Services
12 Years

ADA Compliance

The ADA Compliance Office serves all Metro agencies, including Metropolitan Nashville Public Schools (MNPS). Its responsibilities include ensuring that all Metro-owned programs, services, and activities are accessible to and useable by all individuals, including those individuals with disabilities. In an effort to fulfill the charges of this office, staff performs facility assessments, reviews all construction plans for projects to be completed on Metro-owned or operated facilities, assesses special events for accessibility, and provides training and outreach to outside agencies. The following accomplishments are highlights:

- Signed final settlement agreement with the Department of Justice for ADA compliance in 2003
- Received national recognition as a model ADA compliance program by the Federal Access Board and Federal Highway Administration in 2004
- Completed over 2,500 projects, including facilities, greenways, and playgrounds, in compliance with ADA guidelines since 2000
- Inspected curb ramps and sidewalks throughout Metro for compliance with ADA guidelines
- Completed the final agreement between MNPS and the Department of Justice, including a comprehensive transition plan for all of the programs, services, and activities of the MNPS, in 2006
- Reviewed 429 MNPS facility projects for ADA compliance which has resulted in accessible education programs since 2000



Security

The Security Office provides facility access, employee parking, and property protection services.

Access Control

- The Security Office is responsible for managing access control in 32 Metro facilities. In FY07, 1,325 facility access cards were issued. In an average week, there were over 105,000 employee card swipes for building access.
- In FY07, the Security Office implemented keying management operations to oversee the installation of cores and keys for all new projects.

Employee Parking

The Security Office manages eight employee parking areas totaling 1,382 parking spaces, with additional parking available at LP Field. Shuttle service is provided to employees in the downtown area through an agreement with the Downtown Partnership.

Parking Area	Spaces
Public Sq Garage Parking P1	191
Metro Employee Parking Lot F	404
Metro Employee Parking Lot E	309
Justice A.A. Birch Garage	25
Lindsley Hall Parking Lot	374
Gay Street Connector North "Green Lot"	36
Trial Lawyers Bldg	5
Ben West Library	38
Total Spaces	1,382

Property Protection Services

A Metro-wide security contract provides contracted officers for the following General Services' maintained locations:

- Historic Court House
- Birch Building
- Trial Lawyers Building
- 222 Building
- Howard Office Building
- Metro Southeast
- Criminal Justice Center
- Ben West Library
- Woodland Street Parking Area



BILL KOSTRUB
Building
Operations
Support Services
8 Months

ADMINISTRATION DIVISION

The Administration Division is responsible for providing a variety of business support products and services to Metro agencies. This Division includes the Shared Business Office, Metro Payment Services, 311 Customer Call Center, and eBid Nashville/Surplus Property Distribution.

Shared Business Office

The Shared Business Office (SBO), an office focused on providing administrative and specialized services to Metro agencies so that these agencies can focus on their core businesses, was created and began providing services in February 2004. The SBO represents a unique business approach for Metro and is the result of extensive research and site visits to corporations successfully implementing a shared business concept.

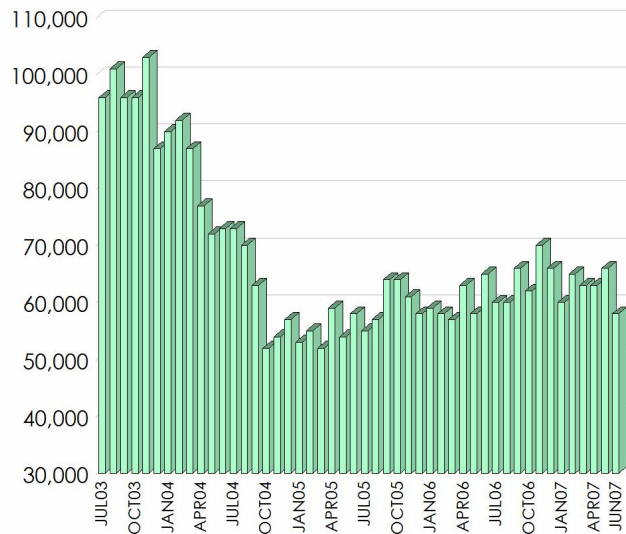
Services provided by the SBO include financial services, human resources management, printing management, photographic services, and business continuity/disaster recovery planning. For an SBO service matrix, see Appendix B.

Financial Services

The SBO currently provides the following financial products and services to General Services, Finance, Human Resources, Information Technology Services, District Energy Systems, and the Emergency Communications Center:

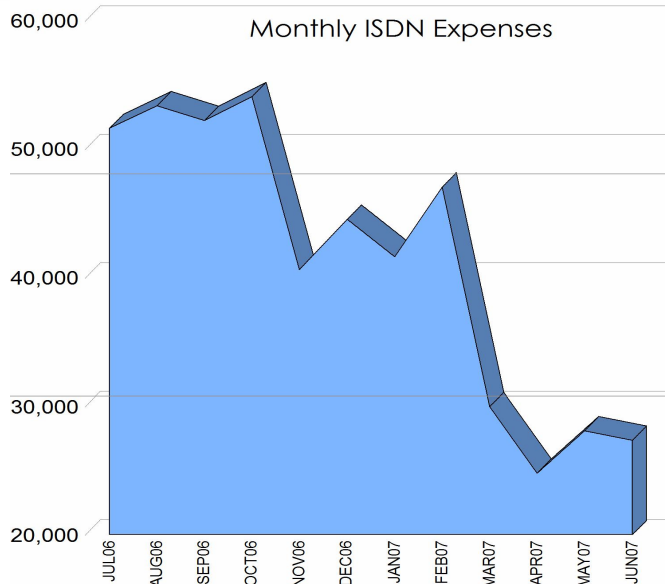
- Budget Accountability Reporting
- Financial Projections
- Charge-Back/Rate Development
- Billings
- Deposits
- Financial Consultations
- Inventory Reporting
- Journal Entries
- Budget Preparation Assistance
- Procurement Card Administration
- Cell Phone and Pager Management

Cell Phone Expenses



The SBO manages the Metro cell phone contracts. Implementation of a new policy in 2004 reflects a significant reduction in Metro's monthly cell phone cost. This was achieved through the use of a new monthly flat-rate option, the conversion of many of the existing phones to a more economical shared pool plan, and the elimination of several cell phones. Prior to the policy changes, Metro's monthly cell phone cost averaged near \$100,000 per month. Metro's monthly cell phone cost now averages \$58,000 per month.

Monthly ISDN Expenses



Beginning in November 2007, the SBO led a project, with assistance from Metro's Information Technology Services' Department, to eliminate redundant or unnecessary Integrated Services Digital Network (ISDN) lines by examining the current purpose of each active line. The findings were that some of Metro's ISDN lines had been replaced by faster and more efficient lines, thereby rendering the original line redundant and unnecessary. In other cases, the person or equipment that required the ISDN line was no longer at Metro; therefore, the need for the line no longer existed. Unnecessary lines were canceled resulting in monthly savings of \$25,000.



KELLIE MORGAN
Shared Business
Office
5 Years

Human Resources

The SBO Human Resources Section provides services to about 800 Metro employees from the following Metro agencies: General Services, Finance, Human Resources, Information Technology Services, District Energy Systems, and the Emergency Communications Center. This group provides the following services, consultations, transactions, and information:

- Human Resources transactions
- Disciplinary and grievance issues consultations
- Injured on Duty (IOD) consultations
- Substance abuse coordination
- Payroll processing
- Time and attendance tracking
- Scheduling non-technical training
- Results matter tracking
- Scheduling and providing safety training
- Assistance with specialized recruitments
- Performance management tracking
- Service award coordination
- Customer/Employee surveys

Printing Services

The Printing Services Office is responsible for coordinating printing services and convenience copiers for all Metro agencies. The Printing Services Office operates with a staff of one and functions as the primary contact between Metro agencies and the contracted vendor that provides Metro with printing services as well as copiers and multi-function printing devices. Since establishment of the contract for reprographic services and copiers in September 2006, Printing Services has worked with the contractor to place over 500 devices in Metro agencies. Approximately 200 of the devices placed are multi-function devices (capable of printing, copying, scanning, and faxing) and convenience copiers. The remaining 300 are specialty devices such as small printers, scanners, fax machines, and plotters.

Metro's approach to procuring print/copy equipment and services represents a best practice among local governments. Several benefits of this approach are as follows:

- Availability of a state-of-the-art reprographic and printing services center
- Ability to take advantage of advances in technology to provide the latest capabilities for equipment
- Ability to meet agency needs while obtaining the lowest price for equipment/services
- Ability to achieve economic and efficiency opportunities in the areas of document management (faxing and network printers) and the printing and management of forms
- Single source responsibility for printing and copying resulting in consistent service standards and practices



Photographic Services

The Metro Photographer is responsible for taking pictures with film-based and digital cameras; manipulating and enhancing images in the computer; maintaining and repairing equipment; and maintaining files, catalogs and stock image files. The Metro Photographer has over 20 years of experience in this position and maintains a remarkable visual catalog that provides an extensive history of Nashville and Davidson County. During FY07, the Metro Photographer completed over 425 special photographic assignments and made over 35,000 photographic images.

Photographic Services offers a web site for showcasing digital images. Through this web site, Metro employees are able to view and retrieve images for presentations, web sites, reports, and other publications.

<http://im/photo-gallery>



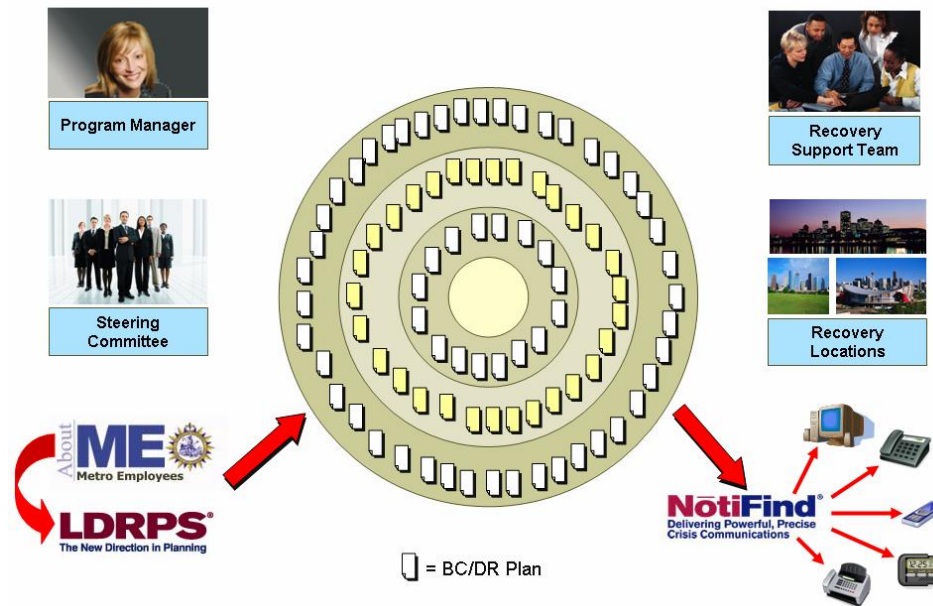
TOM ENGLAND
Building
Operations
Support Services
4 Years

Business Continuity & Disaster Recovery Planning

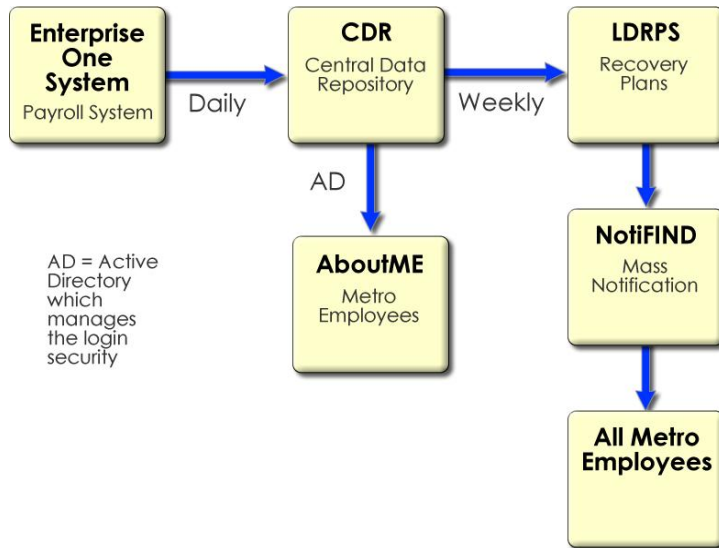
The Business Continuity and Disaster Recovery (BC/DR) Office was created in October 2004 and currently operates with a staff of one. As of June 30, 2007, over 100 business continuity plans have been developed using the planning tool, Living Disaster Recovery Planning System (LDRPS). In addition to LDRPS, there are two systems that support successful business recovery at the time of a disaster: About ME (Metro Employees) and NotiFind.

About ME is a self-service tool that requires all employees to login every sixty days to update their information. This information includes personal-related data, work-related data, and attribute information such as availability of a home computer, CPR certification, and access to a VPN account. Once the information is updated, it is refreshed in LDRPS which keeps plan data up-to-date.

BC/DR Process



BC/DR Process



NotiFind is a mass communication system that utilizes the data from About ME and LDRPS to communicate to every employee in Metro. Instead of manually contacting employees at the time of an event, scripts can be executed through NotiFind where messages are sent and received in just minutes for a variety of methods such as phone, email, and text pager. The diagram illustrates the data flow for the BC/DR Program.

The BC/DR Office continues to focus on measures that will further the safety of employees, mitigate financial and other risks, and ensure overall continuity of operations.

Postal Services

Metro Postal Services provides an efficient and economical mail system for Metro. Postal Services' main responsibility is to provide timely, accurate, and customer-focused service for incoming, inter-departmental, and outgoing mail. A staff of five employees delivers mail to about 70 Metro locations each day. Cluster mail boxes were recently placed in five Metro high-rise office buildings. These cluster boxes increase the security of Metro mail and speed up the delivery of mail to Metro agencies.

Approximately 1.5 million pieces of mail are delivered to Metro agencies by Postal Services each year. Over 1 million pieces of mail are collected, metered, and delivered to the United States Postal Service for delivery from Metro each year.

For a listing of delivery locations, see Appendix C.



KAREN ARMISTEAD
Payment Services
3 Years

Metro Payment Services

Metro Payment Services (MPS) was formed in 2005 as a shared services' organization focused on providing streamlined accounts payable processing and excellent customer service. In FY07, MPS processed about 90,000 invoices on behalf of 48 Metro agencies. See Appendix D for a history of invoices by agency.

Prior to MPS, Metro's accounts payable processing was decentralized, with invoices received at hundreds of locations throughout Metro. In addition, the process was keystroke intensive, paper intensive, and provided minimal processing data.

With MPS, invoices are received at one location where they are scanned and routed for approval through an electronic workflow process. Supporting documentation for invoices is also scanned and routed. MPS uses optical character recognition (OCR) technology to significantly reduce the number of keystrokes for entering payment/invoice data into the accounting system.

Some of the key accomplishments for FY07 are as follows:

- Reached 99% error-free rate based upon Division of Accounts review
- Improved prompt pay from 14 days to 7 days after MPS implementation
- Focused on process efficiencies including invoice consolidation, electronic invoicing and payment entry methods
- Partnered with Division of Purchasing and Contract Management to assist with e-Procurement implementation



Metro Customer Service Call Center

The Metro Customer Service Call Center opened in April 2002 and serves as the central point of contact for citizen inquiries regarding Metro Government. The staff of ten people, including two bilingual customer service representatives, strive to respond to all calls and emails quickly, accurately, and in a professional manner. The hours of operation are from 7:00 AM to 7:00 PM Monday through Friday.

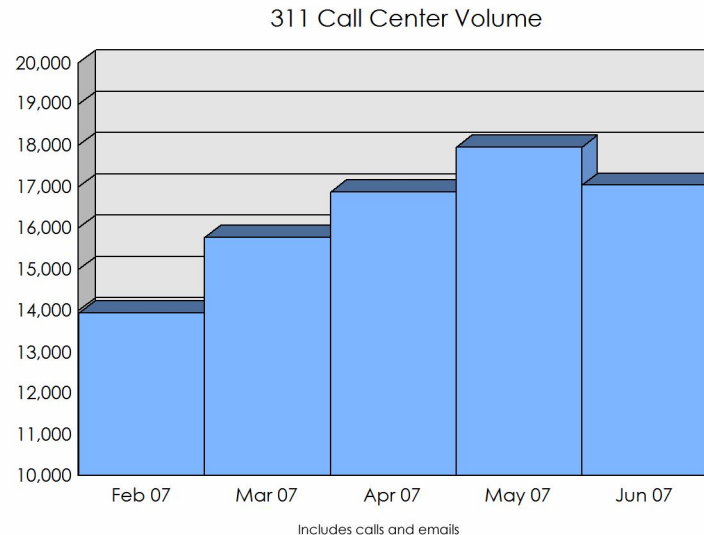
In FY07, the Call Center received over 208,579 phone calls and 2,515 e-mails. Calls and e-mails regarding Metro Public Works accounted for 40% percent of the total volume. General Metro Nashville Government inquiries accounted for 35% of the volume. Metro employee benefits and non-government related calls totaled 25% of the volume.

311 Call Center

In March 2007, Metro added “311” to the list of numbers answered by the Call Center. The purpose of this additional number was to make it easier for citizens to access Metro information and services. The 311 number, available from Davidson County land lines and most cell phones, is easy to remember and has been very successful in other cities around the state (Chattanooga and Knoxville) and the country.

In addition to 311, the Call Center answers the following numbers:

- 862.5000 general information
- 880.1000 recycling, brush, trash
- 862.6700 employee benefits
- 862.8971 and 862.8620 Public Works



TRACI MEDFORD
Call Center
2 Years

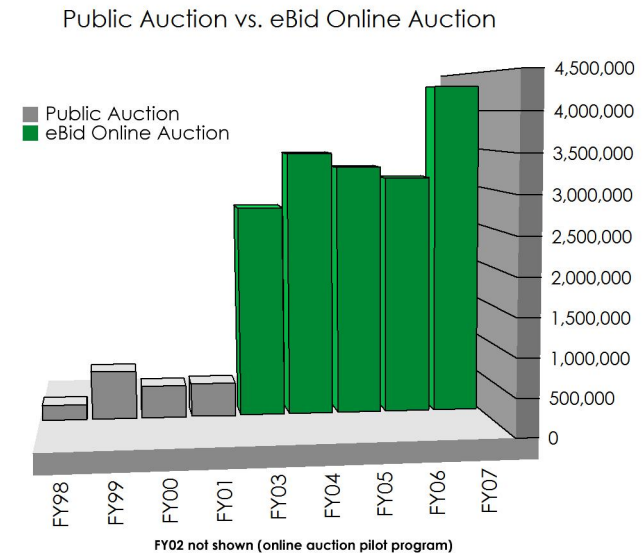
Technology Improvements

In August 2005, the Metro Council approved a capital budget request of \$1,975,000 for a technology upgrade for the Call Center. The upgrade to a new Customer Relationship Management (CRM) system was made in February 2007. With the new system, the 311 Call Center has the ability to

- Track interactions at the Metro agency and customer level
- Track performance through follow-up and closure of service requests
- Provide constituent information at the district level
- Build knowledge bases to free up Metro agency staff to work on more complex assignments leaving the general questions to the Call Center
- Provide Metro managers and officials with data for making management decisions

eBid Nashville/Surplus Property Distribution

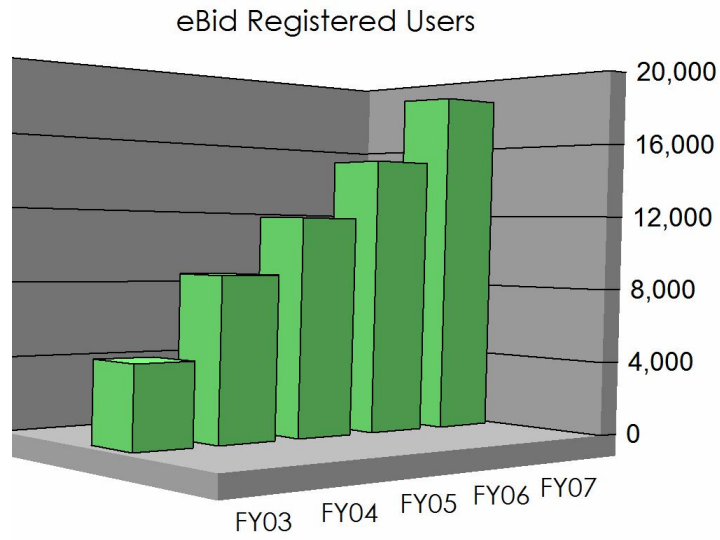
eBid Nashville, Metro's online auction program, started in July 2002 and has brought in over \$17 million in revenue for Metro. In FY07, eBid administered about 10,000 auctions totaling over \$4.3 million in paid sales. Items sold through eBid Nashville include vehicles, equipment, furniture, and a variety of items that have been seized, forfeited, confiscated, abandoned, or unclaimed. Prior to eBid Nashville, surplus property from Metro agencies was sold at public auctions which were held two times each year. The chart highlights the increased revenue from online auctions as compared to public auctions.





eBid has over 18,000 registered bidders. This number has grown steadily over the past five years, as illustrated in the chart below. Approximately 40 walk-in customers visit the eBid warehouse each day to inspect auction items or to place bids on auction items via public computer terminals.

Improvements and enhancements to the eBid website are constantly under development with more user friendly features as the main focus. Future enhancements include a best of breed site design, simplified and improved checkout process, search engine optimization, inventory management, shopping cart for item selection and distribution, and consolidated reporting and analytics.



SANDRA HARDING
eBID
25 Years

RADIO COMMUNICATIONS DIVISION

The Metro Radio Communications Division provides mission-critical, public-safety radio and wireless data communications across the Greater Nashville area. Metro went live with the 800 MHz radio system in 2000, added satellite cities to the system to enable them to dispatch officers and to communicate with Metro agencies in 2001. In 2002 a tornado/storm warning system was acquired. The 800 MHz system has provided 99.999% radio communication availability for the past 7 years.

Radio Subscriber

The Radio Subscriber Office is responsible for installation, maintenance, and tracking of over 7,000 voice radios, 800 data units, and 600 Automatic Vehicle Locators (AVL) assigned to the multi-million dollar 800 MHz radio system. Installation and drive-up maintenance of radio and emergency equipment are conducted five days a week. The shop installs equipment on vehicles for police, fire, and other law enforcement and governmental agencies.

Radio System Infrastructure

The Radio System Infrastructure Office provides installation, maintenance, and repair to all of Metro's fixed radio equipment. This includes the 800 MHz trunked simulcast radio system, mobile data network, 911 Center, antenna and tower structures, and microwave networks. Located at various sites across Davidson County, the system provides seamless mobile radio coverage.

Radio Communications very proudly provided 100% radio system online availability to over 7,000 individual radio users during 2007. All of Metro's agencies including Police, Fire, and emergency medical responders, as well as Nashville Electric Service, depend on the radio system. Metro radio users make well over 1.5 million transmissions each month.

Appendix E provides an overview of the Metro 800 MHz radio system.

Association of Public Safety Communications Officials and the Motorola Trunked Users Group

Radio Communications staff represent Metro Nashville on various local, state, and nationwide organizations dedicated to public-safety and interoperable communications. Radio communication staff are the nucleus of the Communications Section of the Tennessee Task Force 2 Urban Search and Rescue (USAR) Team.



CALVIN GREEN
2007 Radio Technician
TN Chapter of APCO

Metro's own Calvin Green was selected as the *2007 Tennessee Radio Technician of the Year* by the Tennessee APCO Chapter.

Our Radio Infrastructure Manager has held the position of President of the Tennessee Chapter of Association of Public Safety Communications Officials (APCO) since 2005. APCO is an international association of communications professionals that provides leadership; influences public safety communications decisions of government and industry; promotes professional development; and fosters the development and use of technology for the benefit of public-safety. The President of this organization represents Metro Nashville on the Tennessee Homeland Security District 5 Communications Committee. The Radio Infrastructure Manager is an active member and past-president of the Motorola Trunked Users Group (MTUG). MTUG is a national organization of owners and operators of large trunked radio systems manufactured by Motorola that can speak with a common voice to the company, and share information and solutions to common issues.



KEVIN HARRIS
Radio Shop
14 Years

OFFICE OF FLEET MANAGEMENT

The Office of Fleet Management (OFM) provides professional and customer-focused management of Metro's diverse fleet of over 3,900 vehicles and pieces of equipment – including grounds maintenance equipment, light vehicles such as police cars, and heavy equipment such as fire trucks. For a description of the vehicle/equipment classes and a listing of vehicles/equipment in each Metro agency, see Appendix F. OFM has a broad responsibility for Metro's fleet covering inventory management, vehicle/equipment replacement, fuel supply, preventive maintenance, corrective maintenance, and parts inventory.

The Office of Fleet Management was formed in 2002 when Metro consolidated the vehicle/equipment maintenance garages of General Services (Motor Pool), Fire, Public Works, Water Services, Parks and other smaller Metro agencies. In 2006, OFM relocated to a state-of-the-art full-service fleet maintenance facility at Metro Southeast.

Fuel Management Program

In April 2006, Metro implemented a fuel card program. This program allows access to over 300 commercial fuel sites throughout the county, capitalizing on efficiencies from having fuel sources closer to the operating areas. The program also provides an information system to support the management and accountability of fleet operations.

As of June 30, 2007, 2,328 fuel cards have been issued for fleet units (nearly 60% of the fleet of vehicles and equipment) for 28 Metro agencies enrolled in the program. Access for use of these cards has been granted to 4,304 employees.

As of June 30, 2007, Metro employees utilized fuel cards to purchase over 2 million gallons of gasoline for a total cost of \$4.5M with an average of \$2.22 per gallon, and over 1.1 million gallons of diesel fuel for a total cost of \$2.5M with an average cost of \$2.66 per gallon.



Fleet Asset Management

The Fleet Asset Management Program is responsible for management of the Metro vehicle and equipment inventory. Functions include monitoring vehicle and equipment utilization to optimize their use; vehicle and equipment acquisition and disposal, standardizing specifications and aggregating purchases to ensure Metro obtains best value assets to minimize life cycle costs associated with ownership, and roadside assistance.

Capital replacement is based on age, mileage and usage criteria. Through FY07, Metro expended \$67.3M replacing 1,845 vehicles and pieces of equipment. This accounts for approximately 54.51% of the total fleet inventory in a five-year period.



Vehicle / Equipment Replacements

Fiscal Year	Units Purchased	Capital Expense
FY 2003	369	\$10,704,267
FY 2004	438	\$13,818,138
FY 2005	473	\$12,496,867
FY 2006	308	\$17,300,000
FY 2007	257	\$12,988,438
Total	1,845	\$67,307,710



KEITH FULTON
Fleet Grounds
8 Years

Public Safety Vehicles Purchased (FY03 through FY07)

Police	Sheriff	Fire
584 - Patrol Sedans	14 - Pickup Trucks	1 - Special Command Van
36 - Police Motorcycles	29 - Patrol Sedans	31 - Ambulances
5 - Full Size SUV	12 - Mid Size Sedan	4 - Rescue Trucks
109 - Mid Size Sedans	10 - Vans	5 - Rear Mounted Aerial Truck
22 - Vans	1 - Mid Size SUV's	9 - Triple Combo Pumper Trucks
1 - Van Body Truck	1 - Utility Service Truck	6 - Pumper Tankers
10 - Pickups	2 - Buses	21 - Pumper Trucks
1 - Full Size Sedan	8 - Dump Trucks	1 - Hazmat Truck
1 - Wrecker	1 - Box Truck	2 - Mobile Air Trucks
		75 - Special Service Command Vehicles (Tahoe SUV)
1 - Mid Size SUV 2WD	1 - Full Size SUV	16 - Full Size Sedans
	2 - Commercial Mowers	4 - Pursuit Sedans
		29 - Mid Size Sedans
		20 - Pickup Trucks
		13 - Service Trucks
		7 - Vans
		3 - Forklift
		1 - Bus
		1 - ATV
770 Units Purchased	81 Units Purchased	249 Units Purchased

Supply Support

The Supply Support team procures and warehouses the materials required to provide administrative support, maintenance and repair of Metro vehicles and equipment. Working with multiple vendors, the team is responsible for making available a stocked inventory of repair and support items as well as procurement of non-stock items.

In 2005, OFM implemented an inventory module which enables the exact counts of the parts inventory, establishes reorder points and safety stock, and improves parts availability and turnover rate. In FY07, the parts staff made 23,652 issues to work orders, and processed 9,709 order/receipt transactions.

Light Vehicle Shop

The Light Vehicle Shop performs preventive and corrective maintenance on Metro automobiles and light duty trucks. Maintenance activities range from oil changes, alignment and brake services to replacement of major components including engines, transmissions and associated accessories. Servicing over 2,300 vehicles, one of the most critical functions is to keep over 800 police patrol vehicles on the streets. In FY07, 22,281 work orders were opened and processed in the Light Vehicle Shop. Of these, 5,591 were for scheduled preventive maintenance services with the remaining for tire, brake, alignment, transmission, front end, minor electrical and battery repairs.



SHANNON COLEY
Light Vehicle
Shop
8 Months

Grounds Equipment Shop

The Grounds Equipment Shop performs preventive and corrective maintenance on over 350 pieces of Metro grounds equipment used to maintain the street and highway rights of way, golf courses and parks and recreation areas throughout the county. Maintenance activities range from oil changes and brake services to repair and replacement of mechanical, electrical, electronic and hydraulic components. In FY07, 2,489 work orders were opened, including service calls by OFM employees and road service by vendors. Of these, over 480 were for scheduled preventive maintenance services with the remaining for tire, brake, engine, transmission, electrical and battery repairs. Of the 2,009 repair work orders, 30 were for warranty work completed either by OFM staff or vendors. The Grounds Equipment Shop staff developed and implemented a seasonal preparations check list. In doing so, the number of service calls to repair unscheduled maintenance has been dramatically reduced.

Heavy Vehicle Shop

The Heavy Vehicle Shop performs preventive and corrective maintenance on Metro medium/heavy duty trucks and specialty equipment used to maintain the streets, roads and water systems, and the removal of trash and debris throughout the county. Maintenance activities range from oil changes and brake services to repair and replacement of mechanical, electrical, electronic and hydraulic components. Servicing over 700 vehicles and specialty equipment, one of the most critical functions is to keep over 120 fire response vehicles on the streets. In FY07, 12,556 work orders were created for heavy vehicle and equipment repairs. In addition, 962 heavy shop preventive maintenance work orders were created.

Report of Major Accomplishments


2000 through 2007

BUILDING OPERATIONS SUPPORT SERVICES

- Consolidated building operations to include building maintenance, ADA compliance and security services
- Currently maintain approximately 68 Metro facilities, totaling about 2.3 million square feet and 457 acres
- Created and maintained a building intelligence database which includes physical addresses (including map and parcel number), facility descriptions, ownership status, square footage, grounds acreage, parking lot size, accessibility details, and occupant information
- Developed and maintained building information, including existing conditions, primary entrance information, utility shut-off location, mechanical systems, emergency-related information concerning equipment, and hazardous chemical locations
- Developed an environmental services plan that addressed janitorial, pest control, environmental, in-house recycling, and contractor information
- Developed a safety training plan for employees, based on facility information, including matters such as low pressure boilers, chillers, and air handlers
- Completed parts/materials inventories and an inventory database to assist with purchasing, product standardization, and cost control
- Implemented an electronic work order system for non-emergency facility maintenance, grounds maintenance, and environmental requests in order to streamline building operations and increase customer satisfaction



BEN HARDIN
Radio Shop
8 Years

- 
- Formed and trained an Emergency Response Team for bringing facilities into operations in the event of a disaster
 - Manages a sophisticated access control security system for over 9,000 employees in 34 Metro facilities
 - Began incorporating biometric technology, by digital fingerprinting, to enhance the access control security system in two critical Metro facilities in 2005
 - Signed final settlement agreement with the Department of Justice for ADA compliance in 2003
 - Received national recognition as a model ADA compliance program by the Federal Access Board and Federal Highway Administration in 2004
 - Completed over 2,500 projects, including facilities, greenways, and playgrounds, in compliance with ADA guidelines in 2000
 - Completed the final agreement between MNPS and the Department of Justice, including a comprehensive transition plan for all of the programs, services, and activities of the MNPS, in 2006
 - Reviewed 429 MNPS facility projects for ADA compliance which has resulted in accessible education programs since 2000

RADIO COMMUNICATION

- Went live with the 800 MHz public-safety radio system in 2000
- Added satellite cities to the 800 MHz system to enable them to dispatch public-safety officers and to communicate with Metro agencies in 2001
- Designed the 800 MHz system for seamless and immediate interoperable communications among all agencies using the system, including local, state, and federal law enforcement agencies
- Acquired a tornado/storm warning siren system in 2002
- Provided 99.999% radio communication availability for the past 5 years
- Currently supports over 7,000 users on the 800 MHz system making over 1.5 transmissions each month
- Redesigned radio templates to simplify and standardize the use of 800 MHz radios

- Installed and currently maintains and tracks over 7,000 voice radios, 800 data units, and 600 Automatic Vehicle Locators (AVL) assigned to 800 MHz users
- Relocated master system controls to the Joelton tower site for the 'B System' to enhance system survivability and redundancy
- Worked with federal and state officials to develop the *Tactical Interoperable Communications Plan* which defines the methods and equipment available for interoperable public-safety radio communications across the Greater Nashville area
- Expanded channel capacity and installed redundant servers in the 800 MHz data system to handle existing demands and provide greater reliability
- Took delivery of the mobile communications site for use during large scale incidents or times of disaster which will provide interoperable on-scene communications
- Staff are EVT (Emergency Vehicle Technician), FEMA, and CERT (Community Emergency Response Team) certified
- Staff hold licenses from the FCC (Federal Communications Commission) and the Association of Public Safety Communications Officials



KENNETH TANSIL
Postal Services
10 Years

BUSINESS SUPPORT

Surplus Property Distribution (eBid Nashville)

- One of the first cities nationwide to auction surplus and seized personal and real property on the internet
- Generated over \$17 million dollars in paid sales from July 2002 through June 2007
- Received over \$4 million dollars in paid sales for FY07
- Administered 26,905 online auctions from July 2002 to February 2007
- Supported over 18,000 registered eBid users
- Received a daily average of 3,852 visits to the eBid website
- Decreased depreciation of surplus property items dramatically
- 24/7 continuous online auctions instead of 1 - 2 public auctions per year



Customer Call Center

- Created a customer call center to serve as the information line for Metro services in 2002
- Answered over one million calls since inception in 2002
- Launched 311 number for citizen convenience in March of 2007

Metro Payment Services

- Established a new shared services organization focused on maximizing technology to deliver streamlined accounts payable processes and excellent customer service in 2005
- Consolidated payment process for 48 Metro agencies
- Processed over 100,000 invoices since inception
- Improved prompt pay by 50%
- Achieved 99% error-free rate based on post-audit review



Shared Business Office

- Centralized and standardized the financial and human resources' management processes for the following Metro agencies: Finance, Information Systems, Human Resources, General Services, Emergency Communication, and District Energy Systems allowing these agencies to focus on their core businesses (2004)
- Designed and implemented a Metro-wide program for convenience copiers and print services to include the latest technology, competitive pricing, and convenience for Metro agencies
- Managed the implementation of the Metro cell phone policy which was established in 2004. Implementation of this policy has significantly reduced Metro's cell phone costs (from about \$100,000 per month prior to the policy to about \$53,000 per month currently). The annual savings is about \$564,000

Business Continuity & Disaster Recovery

- Implemented a Metro-wide Business Continuity & Disaster Recovery Program in 2004
- Established over 100 business continuity/disaster recovery plans representing every agency of Metro
- Established a Metro-wide self-service tool (About ME) for the capturing of employee contact data to be used in the event of a disaster/emergency
- Implemented NotiFind, a mass communication tool used to communicate with Metro employees in an automated manner through a variety of devices including phone, email, and text pagers



FLEET OPERATIONS

- Consolidated the vehicle/equipment maintenance garages of General Services (Motor Pool), Fire, Public Works, Water Services, Parks and other smaller Metro agencies in 2002
- Consolidated all capital vehicle/equipment procurement through the OFM and initiated an aggressive replacement plan in 2002. Through FY07, Metro expended \$67.3M replacing 1,845 vehicles and pieces of equipment. This accounts for approximately 54.51% of the total fleet inventory in a five-year period.
- Implemented a fuel card program for Metro agencies allowing access to over 300 commercial fuel sites in 2006
- Implemented an enterprise asset management system for fleet management in 2006
- Relocated to a state-of-the-art full-service fleet maintenance facility in 2006
- Consolidated vehicle/equipment parts operations for fleet
- Fleet employees currently hold 95 ASE certifications



Strategic Issues

Building Operations Support Services

- Metro-wide energy management plan
- Commissioning policy for buildings
- Coordination with RPS on standardized requirements for capital projects
- Enhancements to current preventive maintenance plan regarding environmental issues

Administration

- eBid auction enhancements
- 311 call center expansion
- Seamless procure-to-pay process including self service tools for vendors
- Business Continuity Planning

Radio Communications

- Legislation to address in-building radio coverage for public-safety personnel and first responders
- Rebanding of public-safety and Sprint/Nextel 800 MHz radio frequency spectrum
- Wireless data systems and usage oversight
- Statewide radio system interface
- Radio communication system upgrade

Fleet Management

- Fleet staffing and turn-around time
- Service billing
- Vehicle/equipment replacement plan
- Fleet management policies

Key Contacts

Director's Office

Nancy Whittemore: 880-2833; cell 830-1191; nancy.whittemore@nashville.gov
Bobbie Pinkleton: 862-5072; 862-5050; bobbie.pinkleton@nashville.gov

Office of Fleet Management

Vehicle Issuance. Bill Malcolm: 862-8604; cell 506-0699; bill.malcolm@nashville.gov
Vehicle Maintenance. Stacey Wall: 862-5077; cell 474-1311; stacey.wall@nashville.gov
Fuel. Angela Ingram: 862-5087; angela.ingram@nashville.gov

Building Operations Support Services

Building Operations. Dianna Stephens: 862-8959; cell 642-2913; dianna.stephens@nashville.gov
Building Maintenance. Majel Carr: 880-1707; cell 586-9769
Online Work Request. <http://www.metrosbo.com/gsa/building-operations/work-request.asp>
Janitorial Services and ADA. Chuck Yancey: 862-8957; cell 642-2917; chuck.yancey@nashville.gov
Security, Parking, and Building Access. Randy Stafford: 862-5039; cell 568-8980;
randy.stafford@nashville.gov
After-Hours Building Emergencies. 862.8530

Administration

Purchasing Cards, Cell Phones, Payment Services, 311 Call Center, Surplus Property. Velvet Hunter: 862-5055;
cell 474-5914; velvet.hunter@nashville.gov
Postal Services. Terry Adkins: 862.5151; terry.adkins@nashville.gov
Printing Services and Copiers. Larry Pratt: 880-3528; larry.pratt@nashville.gov
Photographic Services. Gary Layda: 862-5149; cell 582-0438; gary.layda@nashville.gov

Radio Communications

Ronnie Winton: 862-5111; cell 566-1971; ronnie.winton@nashville.gov
Jody Clinard: 862-8561; cell 566-2461; jody.clinard@nashville.gov

Appendix A

[illegible]

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Appendix B

Shared Business Office Service Level Agreement

Service Provided by SBO	GS	HR	FIN	ITS	OEM	ECC	ECD	DES	PEG	ALL METRO
• Produce and provide monthly Budget Accountability Reports (BARs) by fund.	X	X	X	X		X				
• Produce and provide monthly budget/expense projection reports by program	X	X	X	X		X				
• Enter the metro wide LOCAP Billings			X							
• Enter all of the monthly Internal Service and LOCAP Billings for the fiscal year	X	X	X							
• Enter all of the monthly Additional / Misc Billings	X	X	X	X				X		
• Enter all miscellaneous billings related to PC Revolving Fund Charges.				X						
• Enter all of the monthly Internal Service actual Billings.	X			X						
• Provide Cell Phone Administration that includes:	X	X	X	X		X		X		X
1. Insuring that each cell phone that an agency has is utilizing not only the most cost effective cell phone vendor, but also the most cost effective plan offered by that selected vendor.										
2. Coordination with Office of Management and Budget on all new cell phone issuances and cell phone stipends.										
3. Coordination/handling of all new cell phone equipment issues with the cell vendor such as ordering of new equipment, cancellations of services to existing equipment, and all repair issues.										
4. Handling of all billing issues with the cell phone vendor, such as submitting the bill to payment services for payment, verifying the rates conform to the contract, and resolution of any pricing errors, and resolving any unapplied payments to the vendor's bill.										
5. Assists with cell phone usage audits				X						
• Provide Pager Administration that includes:										X
1. Insuring that each pager that an agency has is utilizing not only the most cost effective pager vendor, but also the most cost effective pager unit offered by that selected vendor										
2. Coordination/handling of all new pager issues with the pager vendor such as ordering of new equipment, cancellations of services to existing equipment, and all repair issues										
3. Handling of all billing issues with the pager vendor, such as submitting the bill to payment services for payment, verifying the rates conform to the contract, and resolution of any pricing errors, and resolving any unapplied payments to the vendor's bill										
4. Store and maintain three FY's worth of pager expenses for each agency										
5. Provide reports as requested										
• Provide Internal Service Rate model maintenance / management and model entry into MAXCARS software.	X	X	X	X						
• Provide budget assistance as requested	X	X	X	X		X		X		
• Provide budget data entry service into WEBudget.	X	X	X	X		X		X		
• Provide Paymentnet Administration services which include:	X	X	X	X		X				X
1. Process new P-card applications. (Over a two day period)										
2. Contact new cardholders upon receipt of card with user id's, passwords, etc.										
3. Cancel cards.										
4. Reset passwords										
5. Daily, single, and monthly credit limit changes (approved by appointing authority).										
6. Research card account activity when a cardholder has a transaction denied										
7. Answer questions on disputing transactions, how to query for transactions										
8. Interface with Division of Accounts for business unit/object code questions.										
9. Statement address and name changes on cardholders.										
10. Answer P-card policy questions from departments.										
11. Hierarchy management changes.										
12. Request travel authorization from JP Morgan for cardholder.										
13. Send intranet link/p-card forms to requesting agencies										
14. Make changes to cardholder profiles.										
15. Research fraud activity online.										

Department of General Services

Service Provided by SBO	GS	HR	FIN	ITS	OEM	ECC	ECD	DES	PEG	ALL METRO
<ul style="list-style-type: none"> Provide financial and administrative management services to support the PEG committee that would include the following: attend meetings, prepare agenda, send out public notices of meetings, review and edit meeting minutes, prepare annual budget, monitor and review expenses, prepare monthly financial statement, prepare requisitions, coordinate maintenance and repairs of the PEG studio equipment, and maintain the inventory of all PEG equipment. 									X	
<ul style="list-style-type: none"> Provide financial management services and serve as the business manager to the ECD as follows: Monitor surcharge revenues and deposit those revenues into the proper accounts, monitor expenses, attend monthly board meetings, prepare meeting agendas, send out public notice of meetings, review and edit meeting minutes, approve and code all invoices, prepare accounts payable checks, prepare financial statements, handle vendor questions, and prepare annual operating budget. 							X			
<ul style="list-style-type: none"> Enter Capital Project Fund Reimbursements and mail to customer for approval 			X							
<ul style="list-style-type: none"> Provide Day-to-Day financial transactions that include: <ol style="list-style-type: none"> Approving Fixed Asset Coding Approving Invoices Provide Capital Budget Expense, Balance Tracking, and Reporting Fund Reimbursements Transfers Journal Entries (JE) Budget Transfers (BX) Review financial transactions Approving funding for financial transactions Assist with the coding of requisitions Provide Fund Balance and Budget Revision Analysis reports 	X	X	X	X		X	X	X	X	
<ul style="list-style-type: none"> Year-End Closings 	X	X	X	X		X	X		X	
<ul style="list-style-type: none"> LOCAP Plan Development / Plan Maintenance / Data Collection 	X	X	X			X				
<ul style="list-style-type: none"> Receive leave requests and updating system for time and attendance 	X	X	X	X						
<ul style="list-style-type: none"> Enter new hire information and complete changes in the time and attendance system 	X	X	X	X						
<ul style="list-style-type: none"> Conduct time and attendance training for time and attendance system 	X	X	X	X						

Transition Report 2007

Service Provided by SBO	GS	HR	FIN	ITS	OEM	ECC	ECD	DES	PEG	ALL METRO
<ul style="list-style-type: none"> Enter exceptions and other special payments into EBS system (such as cell phone allowance, mileage and travel reimbursement, call back and overtime pay, etc.) 	x	x	x	x	x	x				
<ul style="list-style-type: none"> Complete special reports and communicate with customers in standardized format including: <ol style="list-style-type: none"> Compensatory time pay out (exempt vs non exempt accruals) Leave liability Reminder sent to check for maximum vacation or sick accruals Election of compensatory time or overtime Overtime adjustments Longevity Annual sick leave conversion to personal days Provide notification to employees when hard copy check will be received 	x		x	x	x	x				
<ul style="list-style-type: none"> Enter personnel changes (i.e. address changes, increments, promotions) into EBS system for processing 	x		x	x	x	x				
<ul style="list-style-type: none"> Provide FMLA consultations for employee and employer 	x		x	x	x	x				
<ul style="list-style-type: none"> Provide Rule and Policy interpretation including consultation on grievance and disciplinary actions. For disciplinary actions, provide guidance or complete the charging letter and serve a hearing officer as required. For grievances, provide guidance on process, selection and maintenance of grievance panel. Also includes FLSA audits and investigations as required. 	x		x	x	x	x				
<ul style="list-style-type: none"> Provide Benefit Consultation including locating correct contacts ,advising on proper procedure, and providing guidance and distribution of materials for Annual Enrollment. 	x		x	x	x	x				
<ul style="list-style-type: none"> Provide Short Term Disability processing including providing customer with STD and FMLA application, completing necessary part of form and submitting to customer for final completion. 	x		x	x	x	x				
<ul style="list-style-type: none"> Serve as Employee Assistance Program coordinator by completing administrative referrals as requested and serving as liaison with the EAP case manager. 	x		x	x	x	x				
<ul style="list-style-type: none"> Assist with recruitment including: <ol style="list-style-type: none"> Completion of the Exception to Hiring Freeze documentation (as necessary) 	x		x	x	x	x				
<ol style="list-style-type: none"> Draft and submit announcements for posting 	x		x	x	x	x				
<ol style="list-style-type: none"> Serve as liasion for outside recruitment sources Complete Interview packets including copies of applications, questions, etc. 	x			x						
<ol style="list-style-type: none"> Serve on interview panels Provide background check form and submit to HR - Recruitment 	x			x						

Department of General Services

Service Provided by SBO	GS	HR	FIN	ITS	OEM	ECC	ECD	DES	PEG	ALL METRO
7. Request and submit registers for signature	X		X	X		X				
8. Complete offer letter for selected applicant and letters to all other interviewed candidates	X			X		X				
9. Emailing announcements for posting	X		X	X	X	X				
<ul style="list-style-type: none"> Track and register customers for training including: <ol style="list-style-type: none"> 1. Non Metro classes (i.e. ASE/EVT, CDL, New Horizons, Athena, etc.) 	X		X	X	X					
2. Metro offered classes	X		X	X	X					
3. Provide specialized training as required	X		X	X	X					
4. Provide list of completed training	X		X	X	X					
5. Track completion of mandatory training	X		X	X	X					
6. Track retraining dates			X							
<ul style="list-style-type: none"> File personnel information and discarding personnel information by records management standards 	X		X	X	X	X				
<ul style="list-style-type: none"> Provide substance abuse coordination by keeping appointing authority information accurate, providing coordination with MRO, substance abuse testing facility, updating DOT listing, and maintaining random drug testing when required 	X		X	X		X				
<ul style="list-style-type: none"> Approve, investigate, enter information into EBS, and track case management/total hours for Injury on Duty <ol style="list-style-type: none"> 1. Provide IOD usage report 2. Provide tracking of light duty 	X		X	X	X	X				
	X			X		X				
<ul style="list-style-type: none"> Advise, populate and create (as required) Open Range plans. Responsible for entering all changes into EBS System 	X		X	X	X	X				
<ul style="list-style-type: none"> Provide safety consultations on safety issues including ergonomic studies, site visits, and training as required 	X		X	X	X	X				
<ul style="list-style-type: none"> Provide consultations for Title I and Title VI accommodations and serve as Title VI coordinator. 	X		X	X	X	X				
<ul style="list-style-type: none"> Compile and submit reports to Council and/or other sources 	X		X	X	X	X				
<ul style="list-style-type: none"> Provide reference checks of personal references for new recruits for the Emergency Communications Center 						X				
<ul style="list-style-type: none"> Track, compile, and submit Results Matter results to OMB 	X		X							
<ul style="list-style-type: none"> Develop and issue complete reports to customers including: <ol style="list-style-type: none"> 1. Labor distribution 2. Dashboard (Turnover, terminations, disciplinary action, etc.) rate 3. Master Position Listing (vacancies, salaries, filled positions, pay grade, home business unit) 4. Increment and Annual Performance Evaluations due dates 5. Annual Performance Evaluation listing (name, type of eval, eval period, eval due date) 6. Report of delinquent and completed evaluations 	X		X	X	X	X				
	X		X	X	X	X				
	X		X	X	X	X				
	X		X	X	X	X				
	X		X	X	X	X				
	X		X	X	X	X				

Transition Report 2007

Service Provided by SBO	GS	HR	FIN	ITS	OEM	ECC	ECD	DES	PEG	ALL METRO
<ul style="list-style-type: none"> Complete New Hire Procedures including: <ol style="list-style-type: none"> Complete mandatory paperwork (I9, W4, Direct Deposit) Schedule appointment for badge/building access Schedule mandatory training (Sexual Harassment Awareness, DDC, MMI) Populate initial information for PC Needs, New Employee Checklist, and Telecommunications request and send to division manager for completion Complete initial set up for Procurement Card, Cell Phone, Pagers, and Blackberrys as required 	X		X	X	X	X				
<ul style="list-style-type: none"> Complete termination procedures including: <ol style="list-style-type: none"> Terminate ITS account Terminate building access Terminate cell phone/pagers/blackberrys (as required) Complete termination paperwork (benefits at separation, unemployment form) Complete exit interview Obtain performance evaluation for termination/resignation Collect and terminate 800 MHz radio (as required) Collect uniforms (as required) Collect and terminated Procurement Card account (as required) Complete 098 activity within EBS System Collect assigned equipment -including laptops, keys, memory sticks (as required) Represent customer as required at the Civil Service Commission, Metro Council, etc. 	X			X	X	X				
<ul style="list-style-type: none"> Provide Business Continuity / Disaster Recovery services that include: <ol style="list-style-type: none"> Risk Assessment Identification Recovery Plan Strategies and Development Recovery Plan Implementation 			X							X
<ul style="list-style-type: none"> Provide Printing & Copier Management services that include: <ol style="list-style-type: none"> Implement and Manage the Metro Printing and Copier Contract Primary contact and liaison for Metro with vendors Monitor and review printing and copier requests and make improvements Monitor and provide quality assurance services Develop and maintain reports to assess vendor performance Review vendor billing 			X							X
<ul style="list-style-type: none"> Provide Photographic services that include: <ol style="list-style-type: none"> Photography Image Manipulation Report and Document Covers Posters Type overlays onto images 			X							X

Appendix C

Postal Services Delivery/Pick-Up Locations

222 Third Avenue North, 222 Building - 12 cluster box users
1 Public Square, Historic Courthouse, - 25 cluster box users
408 Second Avenue North, JAAB Birch Building - 28 cluster box users
1417 Murfreesboro Pike, Metro Southeast - 19 cluster box users
800 Second Avenue South, Metro Office Building - 6 cluster box users
130 Nestor Avenue – MTA
89 Hermitage Avenue – Metro Employees Credit Union
750 South Fifth Street – Public Works
701 South Sixth Street – MDHA
900 Eighth Avenue North – Farmers Market
1624 Fifth Avenue North – MAC
621 Mainstream Drive – NCAC
511 Oman Street –Parks
2060 Fifteenth Avenue South – Emergency Management
3000 Granny White Pike – Historical Commission
417 Fourth Avenue North – Municipal Auditorium
615 Church Street – Public Library
601 Commerce Street – Convention Center1
818 Albion Street – General Hospital
850 R. S. Gass Boulevard – Medical Examiner
Rains & Wedgewood Avenue – Tennessee State Fair

506 Second Avenue North – Sheriff
501 Broadway – Register of Deeds
800 Second Avenue North – Assessor
800 Second Avenue North – Trustee
800 Second Avenue North – Agricultural Extension Service
100 Woodland Street – Juvenile Court
100 Woodland Street – Juvenile Court Clerk
710 South Fifth Street – Sheriff
523 Mainstream Drive – ITS
523 Mainstream Drive – Probation
523 Mainstream Drive – County Court Clerk
523 Mainstream Drive – Social Services
941 Doctor Richard G Adams Drive – OFM Heavy Fleet
430 Third Avenue North – Criminal Justice Planning
430 Third Avenue North – Legal
430 Third Avenue North – Probation
222 Second Avenue North – District Attorney
404 James Robertson Parkway – Public Defender
404 James Robertson Parkway – JIS
200 James Robertson Parkway – Police Department
500 Second Avenue North – Fire Department

Appendix D

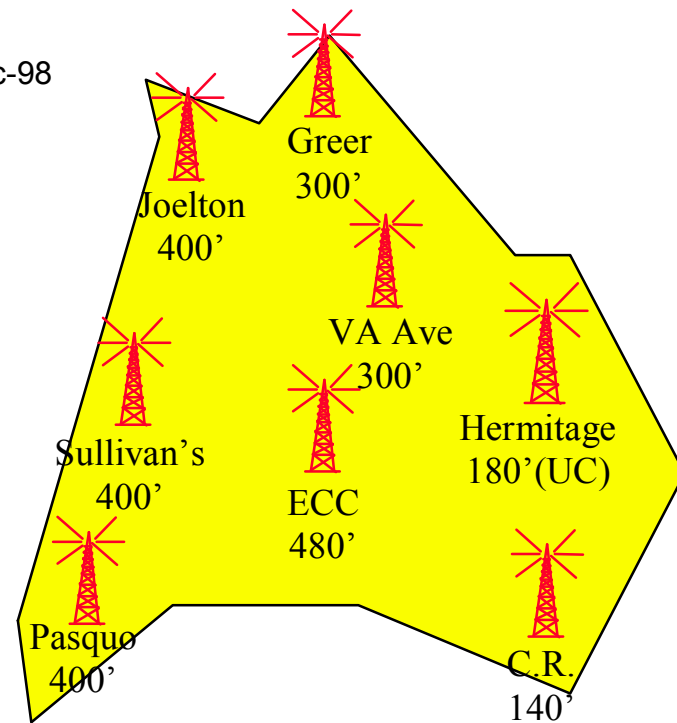
Metro Payment Services Invoices Processed FY07

Agency	# of Invoices Processed	Agency	# of Invoices Processed
Agricultural Extension	14	Justice Information System	172
Arts Commission	271	Juvenile Court	868
Beer Board	46	Juvenile Court Clerk	105
Benefit Board	1	Legal	1,723
Bordeaux Long Term Care	34	Mayor's Office	357
Clerk and Master	120	Metro Action Commission	4,141
Codes Administration	443	Metropolitan Clerk	129
Community Education Alliance	32	Metropolitan Council	170
Convention Center	1,025	Municipal Auditorium	494
County Judge & Probate	16	NCAC	3,049
Criminal Justice Planning Unit	7	Parks	10,074
District Attorney	1,057	Planning Commission	467
Election Commission	380	Police	4,566
Emergency Communication Center	356	Public Defender	79
Farmer's Market	392	Public Library	5,313
Finance	2,894	Public Works	6,181
Fire	3,043	Social Services	2,175
General Services	21,326	Soil and Water Conservation	19
General Sessions Court	737	Sports Authority	70
Health	3,917	State Fair Board	755
Historical Commission	69	State Trial Courts	3
Human Relations Commission	81	Transportation Licensing Comm.	72
Human Resources	1,027	Water and Sewer	8,315
Information Technology Service	3,139		
Internal Audit	1	Total	89,725

Appendix E

Radio Communications 800 MHz System Overview

- MOU between Metro & NES to build jointly owned 800 MHz radio system, December 1997
- RFP for Design-Build System – 1998
- Motorola awarded \$41M contract with \$23M in infrastructure, Dec-98
- Executive Order creates Metro Emergency Radio Management Committee (MRAM), August 1999
- System accepted May 2000
- Public-Safety conversion completed April 2001
- Pasquo tower built on state property and is shared with TEMA
- Sullivan's Ridge and Greer Road tower sites are leased from private owners
- Cane Ridge and Virginia Avenue sites shared with Water Services tank sites
- Joelton and future Hermitage tower sites on MNPS property
- Fire Hall Alerting MOSCAD System also acquired to replace aging INTRAC system
- Hermitage Site Under Construction, Fall 2007



Appendix F
Office of Fleet Management Vehicle/Equipment by Class and Agency

	Class																					
Agency	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Grand Total
ASSESSOR OF PROPERTY	31																					31
BEER BOARD	2																					2
CIRCUIT COURT	1																					1
CJC SECURITY	1																					1
CODES	61																					61
COMMUNITY EDUCATION	1																					1
CONVENTION CENTER	2									4								3				9
COUNTY CLERK	5																					5
CRIMINAL COURT CLERK	2																					2
DISTRICT ATTORNEY	38		1																			39
DRUG COURT	2																					2
ECC	5																					5
ELECTION COMMISSION	1																					1
FINANCE - RPS	2	1																				3
FIRE	149	4	17	1	4	2	94	36		2		9		2	5			5				330
GENERAL SESSIONS COURT PROBATION	1																					1
GS - EBID			1															1				2
GS - FACILITIES	19	1	3									6						2		1		32
GS - FLEET	22	7	14	1	5				1	3				1			1			2		57
GS - POSTAL	1																					1
GS - RADIO	4											1										5
GS - SECURITY	2																					2
GS-FACILITIES												1						3				4
GS-RADIO										1												1
HEALTH DEPARTMENT	31									1				1								33

Department of General Services

	Class																					
Agency	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Grand Total
HUMAN RESOURCES	1																					1
ITS	11		1																			12
JUVENILE COURT	1																					1
JUVENILE COURT CLERK	14		2																			16
LEGAL	2																					2
MAC	8													23								31
MAYOR	1																					1
MUNICIPAL AUDITORIUM	1									2							1	1				5
OEM	20		2							8		6	2	2	9			7				56
PARKS	82	9	39	17	11	5			1	19	7	30	6				55	87	21	30	162	581
PLANNING COMMISSION	1																					1
POLICE	495	740	10	1								8	3	1	3	38					1	1300
PUBLIC DEFENDER	3																					3
PUBLIC LIBRARY	18		7	1		1						1		1				3		1		33
PUBLIC WORKS	131		26	8	78	77			45	26	22	16	25				4	22			78	558
RECORDS CLERK	1																					1
REGISTER OF DEEDS	1																					1
SHERIFF	59	47	13	6	2	1			2	5		9	1	5			6	16			1	173
SOCIAL SERVICES	9													1								10
STATE FAIR	2			3		1			1	7		1					3	15			1	34
STATE TRIAL COURT	16		2									1								1		20
TAXI AND WRECKER	2																					2
TRAFFIC VIOLATIONS	4																					4
TRUSTEE	1																					1
WATER SERVICES	253		45	9	42	14		1	24	46		11	26		2		2	8			4	487
Grand Total	1520	809	183	47	142	101	94	37	74	124	29	100	63	37	19	38	72	173	21	30	252	3965

Class Number	TYPE	DESCRIPTION
1	General Purpose	Sedans, pickups, station wagons, and vans-3/4 ton rating or lower
2	Police Patrol	Police pursuit sedans
3	General Purpose	Trucks, pickups, flat bed or single axle dump trucks over 10,000 GVW, but not over 17,950 GVW serviced and repaired at the OFM Light Vehicle Shop
4	General Purpose	Trucks, pickups, flat bed or single axle dump trucks over 17,950 GVW, but not over 26,000 GVW serviced and repaired at the OFM Heavy Vehicle Shop
5	General Purpose	Vehicles with 26,001 GVW or higher (excluding specialty units). Includes all others not in other categories.
6	Specialty Units	Solid Waste Collection - Rear loader, side loader, and front loader compaction bodies; sweepers, and vacuums. Also includes truck mounted cranes, articulated grapples, and aerial bucket devices.
7	Fire Equipment	Fire trucks and aerial trucks
8	Emergency Response	Ambulances, rescue, and hazmat trucks
9	Construction	Graders, backhoes, loaders, dozers, compactors, scrapers, pavers, milling machines, and other similar equipment serviced and repaired at the OFM Heavy Vehicle Shop.
10	Construction	Skid Steer, forklift, generators, air compressors and other similar equipment serviced and repaired at the OFM Grounds Equipment Shop.
11	Grounds (ROW)	Tractors with mowers including right-of-way and high volume.
12	Trailers	All sizes and types of trailers serviced and repaired at the OFM Grounds Equipment Shop.
13	Trailers	All sizes and types of trailers serviced and repaired at the OFM Heavy Vehicle Shop.
14	Buses	All sizes and types of buses
15	Boats	All sizes and types of boats
16	Motorcycles	Police Motorcycles
17	Grounds (Tractors)	Tractors only (No attachments)
18	Grounds (Parks/Landscape)	Self-propelled industrial mowers, all terrain vehicles, utility vehicles and golf type carts.
19	Grounds (Golf Course A)	Golf course reel mowers (not greens mowers).
20	Grounds (Golf Course B)	Golf course greens and tee mowers.
21	Grounds (Misc.)	Other powered and non-powered equipment and attachments serviced and repaired at the OFM Grounds Equipment Shop.

All Photographs Provided by Gary Layda